

Forty Years Bold



AWARE 2024 Annual Report

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AWARE 2024: Annual Report

Driving Change. Supporting Women. Shaping Policy.
Celebrating four decades of feminist advocacy in Singapore.

Milestones & Legacy	8
2024 Impact	12
Support Services	16
Advocacy & Research	24
Community Engagement: S.P.A.C.E	30
Communications	34
Fundraising	40
Governance	48
Annex	64

Key Information

Affiliation			Registration	
1	National Council of Social Service (NCSS)	Full Member	Registered Address	Block 5, Dover Crescent #01-22, Singapore 130005
2	Singapore Council of Women's Organisations (SCWO)	Ordinary Member	Financial Year	31 December 2024

	Registration Number	Date of Registration
Registry of Societies (ROS)	188/85CAS	25 November 1985
Commissioner of Charities	1871	23 March 2005
Institution of Public Character (IPC)	000025	1 September 2024 to 31 August 2026
Unique Entity Number	S85SS0089B	1 January 2009

Governing Instrument	AWARE's Constitution, AWARE's Bye-Laws
AWARE Board	More information at aware.org.sg/board2024
Auditors	Helmi Talib LLP and Co
Banks	Standard Chartered Bank (Singapore) Limited, United Overseas Bank, CIMB Bank
Related Entity	Catalyse Consulting Private Limited, incorporated by way of a trust deed

About AWARE

For 40 years, AWARE has been at the forefront of the fight for women's rights and gender equality in Singapore—breaking down barriers, shaping policies, supporting women and shifting mindsets.

Since 1985, we have worked towards a society where everyone, regardless of gender, has equal opportunities and is free from discrimination and violence.

We drive our mission through three pillars of change:

- **Advocacy and Research:** Advancing gender equality by shaping laws, policies, and public attitudes backed by research that highlights systemic inequalities and drives solutions.
- **Education:** Empowering individuals and organisations to challenge gender norms, sexism and misogyny, and build more inclusive and safer communities.
- **Support Services:** Providing direct, trauma-informed assistance to women and survivors through our Women's Care Centre (WCC) and Sexual Assault Care Centre (SACC).

In 2024, AWARE made significant strides expanding community outreach, advancing policy change, and providing critical resources for more women and survivors.

As we approach our 40th anniversary, we are more determined than ever to build a Singapore that is safer, fairer, and truly inclusive for all.



President's Message



Dear members, colleagues, partners and donors,

Over the past four decades, we have seen immense progress, from landmark policy changes to groundbreaking research, from lifesaving services to the expansion of feminist discourse.

At the same time, progress is never guaranteed.

The ongoing challenges we face today, widening gender pay gaps, workplace discrimination, and the persistent threat of gender-based violence, underscore the importance of AWARE's mission. Our work at AWARE has never been more vital.

In 2024, we responded with impact:

This year, we supported nearly 3,000 women, including over 500 survivors of sexual assault. Our work also contributed to key policy and legislative changes, including:

- Doubling of paternity leave
- Increase in affordable childcare
- Legal protections for gig workers
- New Workplace Fairness Legislation

We reached 1,000+ people through community engagement and education and logged over 10,000 volunteer hours.

Thanks to the unwavering support of our community, we raised \$2.93 million in grants and donations, ending the year with a modest surplus.

Catalyse Consulting also began a bold new chapter by becoming an independent social enterprise dedicated to building respectful, inclusive, safe, and empathetic (RISE) workplaces.

None of this would be possible without the unwavering support of our members, donors, partners, volunteers, and staff. To everyone who has been part of AWARE's journey, whether for one year or all forty, thank you.

Aarathi Arumugam

President, AWARE
2024-2026

AWARE's North Star

AWARE's Strategic Plan (2025- 2027)

AWARE's North Star guides everything we do.

Our 2025–2027 Strategic Plan is anchored in three pillars that define our role: as an expert, a challenger, and a community-builder, driving gender equality and women's rights from a feminist perspective.

Authority / Expert

AWARE is a leading expert on gender equality and women's rights in Singapore, staying at the cutting edge of developments while collaborating with other organisations.

Challenge / Advocate

AWARE challenges the status quo (systems, laws, policies, and mindsets) to advocate for gender equality and women's rights as well as to address related social injustices from a feminist perspective.

Empower

AWARE builds, mobilises, and empowers a diverse, inclusive community, including its staff, to take action to promote gender equality and women's rights.

*This report is also available online.
Scan the QR code to read it on our website.*



Milestones and Legacy



40 Years of Gender Justice

Since 1985, AWARE has been at the forefront of gender equality in Singapore—challenging discrimination, shaping policies, and shifting mindsets. Through advocacy, education, and support services, we have not only influenced laws but also transformed societal attitudes toward gender equality. The highlights below reflect some of the key policy and legislative shifts we’ve helped shape across four decades of feminist advocacy.

Legislative Wins: Shaping a Fairer Singapore

AWARE’s advocacy has led to landmark policy changes, strengthening legal protections for women, caregivers, low-income mothers and survivors of gender-based violence.

Protection from Family Violence

- **1996:** AWARE's advocacy, including the introduction of the Family Violence Bill by then-Nominated Member of Parliament Dr Kanwaljit Soin, contributed to landmark amendments to the Women’s Charter, strengthening Personal Protection Orders (PPOs) as effective safeguards for victims of domestic violence.
- **2023:** The legal definition of family violence was expanded to include sexual and emotional or psychological abuse, responding to some of AWARE’s long-standing advocacy goals.

Making Workplaces Fairer

- **2017 and 2024:** Successfully pushed for an increase in paternity leave, from one to two weeks, then to four weeks, advancing equality in caregiving.
- **2024:** AWARE's sustained advocacy contributed to the introduction of legislation on workplace fairness, a major step forward in strengthening protections against workplace discrimination.

Enhancing Legal Protections Against Sexual Violence

- **2014:** Advocated for the Protection from Harassment Act, securing legal remedies for victims of stalking and harassment.
- **2019:** Successfully pushed for the full repeal of marital rape immunity, ensuring all forms of sexual violence are outlawed, regardless of marital status.
- **2024:** Successfully advocated for a government agency to tackle online harms.
- **2011 - present:** Contributed to Penal Code and criminal justice reforms to strengthen protections for survivors, including technology-facilitated sexual violence.

Strengthening Support for Women and Families

- **2018:** Successfully advocated for greater housing access for unwed and divorced parents, allowing unwed mothers over 21 to buy HDB flats (case by case) and removing the time bar for divorced parents to purchase a flat.
- **2022:** No-fault divorce enables couples to divorce without assigning blame, reducing hostility and trauma, especially for children.
- **2023:** Stronger enforcement of maintenance orders, making it easier for divorced mothers to secure financial support and reducing financial strain on women and children.

Pioneering Survivor-Centred Support for Sexual Assault

AWARE has pioneered survivor-centred approaches to addressing sexual violence in Singapore.

Singapore’s First Comprehensive Sexual Assault Services

- **2011:** Launched the Sexual Assault Care Centre (SACC), the first specialised service in Singapore, offering a trauma-informed helpline, a legal clinic, counselling services, and case management support.
- **Since 2011:** Worked with policymakers, the police and the Attorney General’s Chambers to create more trauma-informed legal processes
- **Since 2011:** Supported organisations, including universities, to build institutional capacity for sensitive, survivor-centric responses to sexual violence.

Shifting Mindsets: Valuing Care & Championing Marginalised Voices

AWARE challenges cultural narratives to recognise and support the dignity of unpaid care work and centre intersectional realities. We also advocated for caregiving inequalities to be addressed, ensuring that domestic and care work is valued in national policies.

Addressing Societal Inequalities

- **2005:** Collaborated with the Tsao Foundation on the groundbreaking report, “Women Growing Older, But Poorer”, highlighting the economic vulnerability of older women in Singapore and influencing policy discussions on eldercare and financial security.
- **2018:** Published a groundbreaking qualitative study of 47 low-income mothers and their challenges with work and care, titled "Why Are You Not Working?"
- **2016 and 2018:** Published "Perempuan" and "Growing Up Perempuan", highlighting the challenges and resilience of Malay and Muslim women in Singapore.
- **2019:** Published "Make Care Count", an extensive report on caregiving for older persons in Singapore, revealing the heavy burdens on women caregivers and proposing measures to better support them.
- **2022:** Produced "What We Inherit: Growing Up Indian", a collection of personal essays by Indian women (and a few men) in Singapore, exploring identity, gender, and heritage.

Courage, Resilience and Transformation: The AWARE Saga (2009)

- **Takeover:** A group of religiously motivated women staged a hostile takeover of AWARE’s Executive Committee. They opposed the organisation's comprehensive sexuality education and its feminist stance on LGBT issues.
- **Resistance:** More than 2,500 Singaporeans—many newly joined members —rallied at an Extraordinary General Meeting to vote out the takeover group and reinstate AWARE’s feminist leadership and mission.
- **Transformation:** The 2009 Saga marked a significant milestone. It led AWARE to transition from a volunteer-led group to a professionally run organisation with clearer rules, stronger structures, and safeguards to drive its mission. Since then, AWARE's staff team has grown from six staff to more than 30 today.

Our Impact in 2024



- **2,865 clients** supported through our Women's Care Centre (WCC) and Sexual Assault Care Centre (SACC)
- **4,190 contacts** handled by the Women's Helpline team
- **536 survivors** of sexual violence supported through SACC
- **\$2.93 million raised**, despite reduced government funding
- Our **Power/Play Ball** raised a record-breaking **\$1.1 million**, making it our most successful fundraiser to date
- **46,464 social media followers**, with Instagram engagement at 5.7%
- **10,000+ volunteer hours** contributed across AWARE's programmes

Our Impact in 2024

Providing Lifelines: AWARE’s Direct Services

AWARE’s CARE department is dedicated to supporting survivors of gender-based violence and discrimination, offering them a safe space to heal, regain autonomy, and make informed choices.

Expanding Helpline Support: Training Volunteers, Reaching More Women

- 20 new Helpline volunteers recruited and trained over four months
- 45 skilled volunteers contributed 1,638 hours to Women’s Helpline and Legal Clinic compared to 35 volunteers and 1,122 hours in 2023
- Volunteer service hours equalled 204 full workdays

Support for Survivors of Sexual Violence

- 536 survivors received trauma-informed support from SACC
- 9 in 10 survivors knew their perpetrator, showing that sexual violence is most often committed by someone trusted
- 38% of survivors sought help within 5 weeks of the assault
- Survivors had access to case management, counselling, and legal clinics, supporting them through emotional recovery and pathways to justice

Advocacy Wins: Legislative and Policy Changes We Helped Drive

- More parental leave: 4 weeks of paternity leave and 10 weeks of Shared Parental Leave—aligning with AWARE’s long-time calls for equal caregiving responsibilities
- Workplace Fairness Act: Stronger protections against discrimination, covering pregnancy, caregiving responsibilities, and mental health conditions
- Platform Workers Act: Recognition of gig workers as a distinct worker class, securing retirement and injury protections
- Online safety reforms: Government commitment to a new agency to tackle online harms and support victims

These wins have improved protections for women, caregivers, vulnerable workers, and survivors—but gaps remain. We continue to push for stronger protections for LGBTQ+ workers, women in gig work, and those vulnerable to workplace harassment.



Funding the Future: Our Most Successful Fundraising Year

2024 was a record-breaking year for fundraising, despite a 28% reduction in government funding.

- \$2.93 million raised, ensuring our services remained fully funded
- Power/Play Ball raised \$1.1 million, with a 39% increase in donations
- New partnerships and grassroots campaigns strengthened donor engagement

Community and Feminist Leadership: S.P.A.C.E and Volunteerism

AWARE’s S.P.A.C.E (Support, Partner, Act through Community Engagement) team strengthened community action against gender-based violence and inequality.

- 1,058 participants engaged in workshops and outreach
- 10 public SAFRT sessions trained first responders in supporting sexual assault survivors
- Feminist Club events connected 145 young advocates, building the next generation of gender justice leaders
- 271 volunteers contributed 10,000+ hours across AWARE’s services

CARE: A Year of Impact



2,865

clients supported across CARE
services

4,190

contacts handled by the
Women's Helpline team

540

survivors of sexual violence
supported through SACC

45

volunteers dedicated **1,638** hours to
Women's Helpline and Legal Clinics

CARE at AWARE

AWARE's CARE department is dedicated to supporting survivors of gender-based violence and discrimination, as well as women experiencing emotional distress, by providing a safe space for healing, regaining autonomy, and making informed decisions. CARE comprises two key services:

The Women's Care Centre (WCC) provides helplines, counselling, and legal support for women in need. **The Sexual Assault Care Centre (SACC)**, Singapore's only specialised service for survivors of sexual violence, offers trauma-informed helpline support, counselling, case management, advocacy, and legal guidance.

In 2024, CARE provided support to 2,865 clients across all services; that's an average of 55 clients per week. Beyond direct services, CARE also worked closely with community partners, social service practitioners, and advocates to strengthen gender- and trauma-informed practices across sectors.

CARE In A Day



10 callers

for WCC First Response

2 callers

for SACC First Response

CARE in a Month

5

WCC Legal Clinic sessions

10

SACC Case Management

48

SACC Counselling sessions

5

SACC Legal Clinic sessions

124

WCC Counselling sessions

Standing Strong Through Change

While volunteers bolstered helpline operations, within CARE, the team itself was navigating a period of staff transitions. In 2024, leadership changes, the departure of senior team members and staff movement brought challenges that required a renewed focus on resilience and stability.

To ensure service continuity, CARE implemented key stability measures:

- Collaboratively reviewed and prioritised caseloads to manage workload effectively
- Held regular in-person meetings to strengthen communication and internal support
- Invested in supervisory guidance to provide stability for staff members
- Organised team bonding sessions to sustain morale and well-being

Through collective effort and adaptability, the CARE team successfully navigated these changes, ensuring that survivors continued to receive high-quality, compassionate support.



CARE Staff Retreat

On 31 July 2024, the CARE team enjoyed a bonding retreat, starting with a Mindful Walk and Scavenger Hunt in Chinatown, followed by a sponsored buffet lunch at Furama City Centre Hotel and a Collaborative Art Jamming Workshop in Kallang.

The retreat fostered team connection, creativity, and well-being, with staff praising the engaging activities and relaxed pace.



CARE Centre Closure

To support staff well-being and service quality, CARE implemented a one-week closure every four months in 2024, allowing time for reflection, planning, training, and mental well-being initiatives.

This also included an internal training on work planning and KPI setting, equipping staff with tools to prepare effectively for 2025.



Participation in PPIS Trauma Conference

On 14 November 2024, CARE team members attended the PPIS Social Service Forum 2024, themed "Rising Against Trauma: Embracing Culturally Responsive Trauma-Informed Care in Social Services."

The event deepened our understanding of trauma-informed care, especially in culturally diverse contexts, and provided opportunities to exchange best practices with fellow practitioners.

"Volunteering on the Women's Helpline at AWARE, especially offering a listening ear to those who might not have access to resources otherwise, has been a particularly rewarding experience."

"One thing that has been particularly moving is listening to callers tap into their innate strength, even when they were in the most vulnerable of positions. It's truly inspirational."

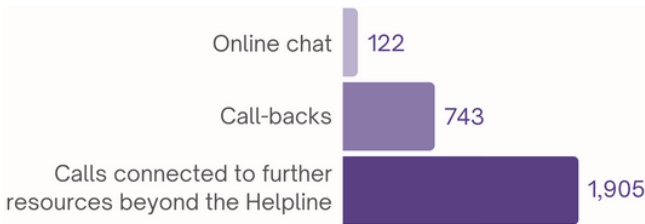
- Diandra Andersen, Helpliner volunteer

Women’s Care Centre

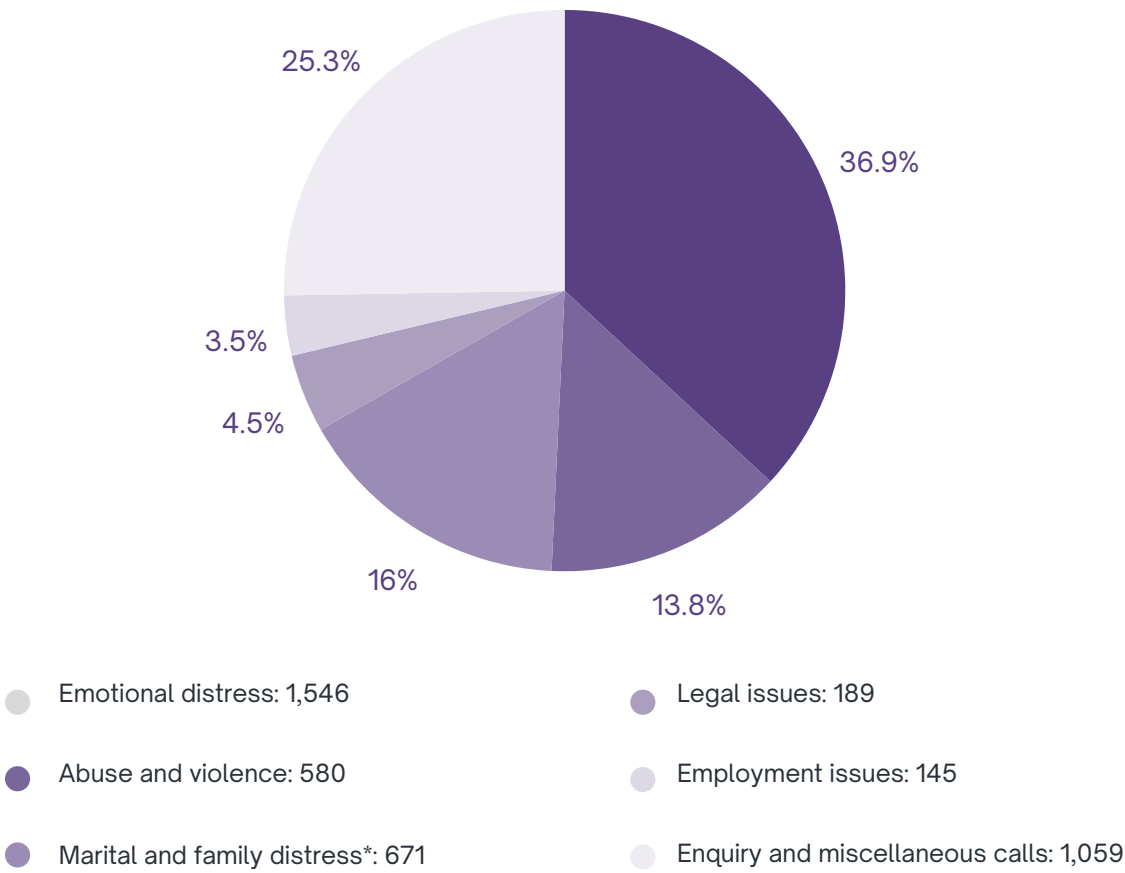
In 2024, WCC supported 2,402 women through various channels, including the Women’s Helpline, email, online chat, counselling, and legal clinics.

73%
of callers surveyed reported feeling emotionally supported and better able to understand their options

4,190
total contacts
(calls, emails, chats, walk-ins)



Reasons for calling the helpline



*not including family violence

“My counsellor is incredibly empathetic, supportive and takes a powerful feminist approach to her therapy, which is extremely uplifting and strengthening for me. She’s also really hilarious and intuitive and invites me into imaginative, creative, metaphorical and playful ways to explore my inner world and befriend myself.”

- Counselling client

First Response: Immediate Support

At the Women’s Care Centre (WCC), first responders provide emotional support and referrals to help-seekers facing emotional and relationship distress, abuse and violence, employment and legal issues and other concerns.

The Women’s Helpline is often the first step towards safety and healing.

With the dedication of 33 trained Helpline Volunteers and three Helpline Executives, WCC provided support to 4,190 individuals in 2024 seeking guidance and assistance, compared to 4,085 individuals in 2023.

Counselling: Healing and Empowerment

WCC’s counselling services provide a safe, confidential space for women to process their experiences, regain autonomy, and make informed decisions. Guided by a trauma-informed, client-centred approach, WCC counsellors help survivors identify their strengths, set goals and build resilience.

58
clients and sessions

76%
of women surveyed felt better informed about their legal options, rights, and procedures

57%
of cases related to abuse and violence

26%
of cases related to marital issues

Legal Support: Access to Justice

The WCC Legal Clinic offers free legal consultations for women facing family violence, workplace discrimination, and marital issues such as divorce, separation, maintenance, and custody.

Experienced volunteer lawyers, trained in civil and Syariah law, provide clarity on legal rights and options, helping women navigate their legal challenges with confidence.

“The lawyer answered all my questions quickly and was very knowledgeable and fully prepared for the session. I had many questions and managed to ask all of them in just 20 minutes. I was very impressed by how well prepared the lawyer was.”

- Legal Clinic client

Sexual Assault Care Centre

The Sexual Assault Care Centre (SACC) continues to be a vital source of support for survivors of sexual violence, offering empathic, trauma-informed care that centres on survivor autonomy.

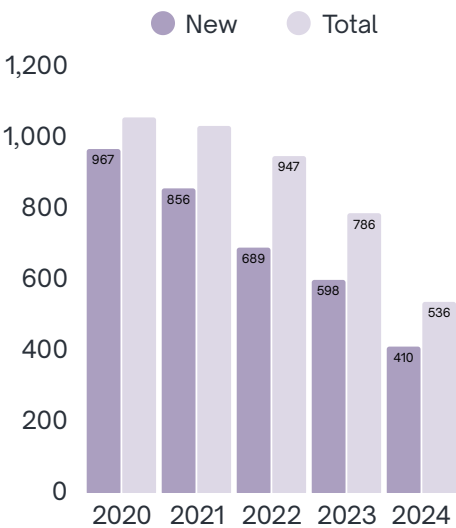
In 2024, our First Response team operated the helpline, online chat, and email channels, offering immediate assistance and empowering survivors with information and options.

In November, we welcomed a new helpline executive, a key step toward building a more sustainable support system that can respond to the needs of our callers.

Survivors also accessed legal advice through our SACC legal clinic, gaining clarity about their rights and options.

Our Case Management team provided tailored support, helping survivors navigate complex criminal justice systems. Where needed, they provided accompaniment to police stations and the courts, ensuring survivors felt supported every step of the way.

SACC Cases Over The Years



SACC Case Management

46

clients

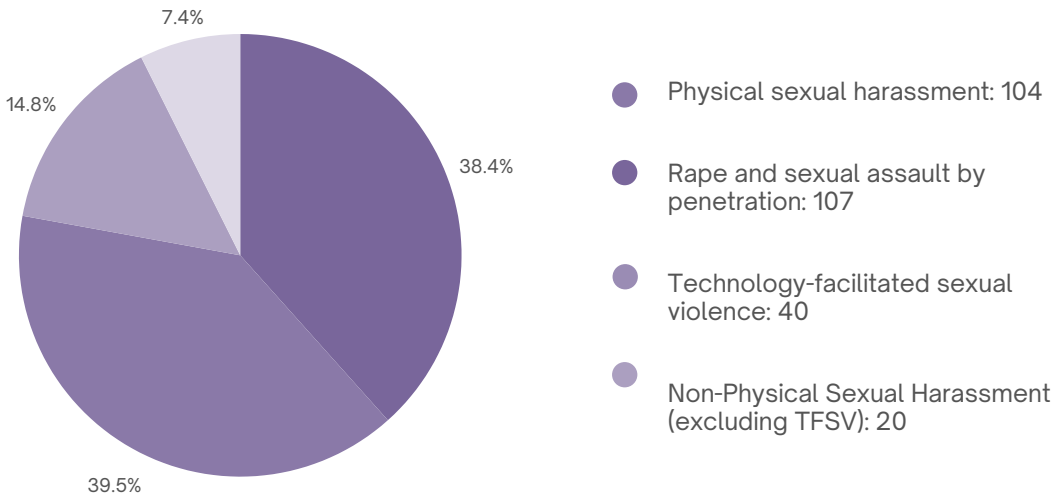
120

sessions

93%

of clients surveyed felt supported by the case manager and better informed about their options

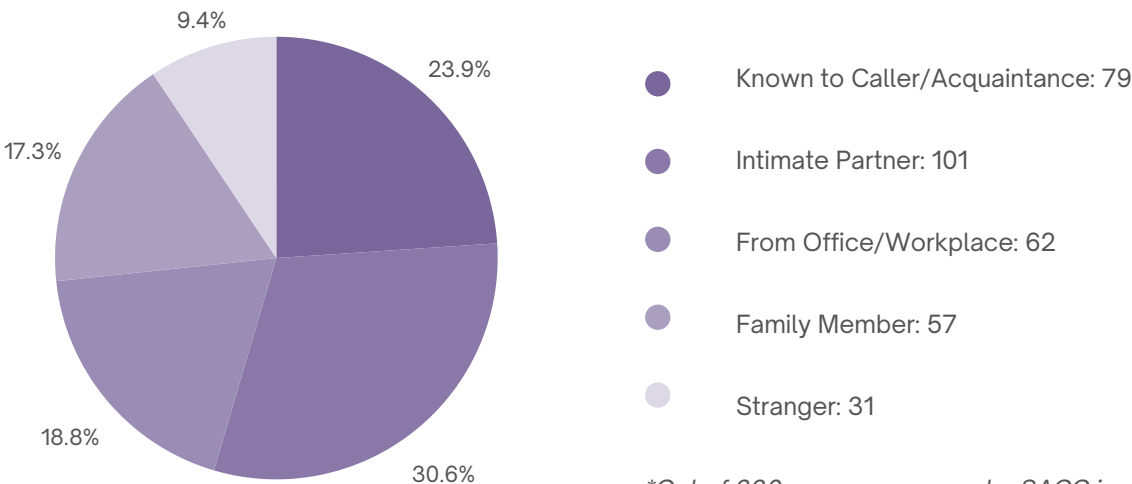
Types of sexual violence faced



**As part of our mission to provide trauma-informed care, we do not require survivors to identify perpetrators or provide details about their experience as a condition for accessing services.*

Survivors have the choice to share or not share this information with us—while it may help us tailor support better, it is not always necessary.

Relationship to Perpetrator



**Out of 330 new cases seen by SACC in 2024 where the information was disclosed*

"I know how perpetrators hide behind twisted stories they tell themselves and they tell others. Stories that serve them best, stories that make mine seem unbelievable. So going to SACC was an emotional risk I took, which I am glad I did. I felt believed and embraced and I hope SACC will continue to be a safe place for me.

I am also grateful for the practical advice and concern about my safety and that of my children. The minute-to-minute walkthrough on what to expect at the police station and of the officers when a report is made was very helpful. It reminded me how I must and would need to build enough mental and emotional strength. I am also greatly encouraged by the fact that my Case Manager was there to help me cope. Thank you for doing what you do."

- SACC Case Management Client

Need Support? You're Not Alone.

If you or someone you know has experienced sexual assault, help is available.

Helpline: 6779 0282 | Monday to Friday, 10am – 6pm (excluding public holidays)

Online chat: www.sacc.sg

Email: sacc@aware.org.sg

Advocacy & Research



9 major policy wins

in parenting, childcare, workplace fairness, flexible work arrangements and online safety

3 research studies

underway on transnational families, coercive control, and tech-facilitated sexual violence

Work cited in Parliament

including research on the Platform Workers Bill

Advocacy Wins

Parenting: Shifting Care Norms at the National Level

At the 2024 National Day Rally, PM Wong announced:

- 4 weeks of mandatory paternity leave
- 10 weeks of Shared Parental Leave, starting with six weeks in April 2025

AWARE’s role:

These changes reflect our long-standing advocacy for equal parental leave, pushing for shared caregiving responsibilities and better support for working mothers.

Childcare: Breaking Barriers to Access

Budget 2024 introduced key reforms aligned with AWARE’s recommendations:

- Lower fee caps for government-approved childcare centres
- Full subsidies for all low-income families
- 40,000 new infant and childcare places by 2029

AWARE’s role:

We’ve consistently called for:

- Expanding subsidised places and lower fees
- Removing work requirements to access subsidies
- Simplifying application processes to reduce burdens for parents and childcare centres

Platform Workers Act: Towards Fairer Gig Work

In September 2024, the Platform Workers Act was passed, introducing:

- Recognition of platform workers as a distinct class
- Protections for retirement adequacy, work injury, and wage security

AWARE’s role:

Our submission—calling for broader inclusion of platforms, gender-sensitive platforms and anti-discrimination protections—was included in pre-debate materials for MPs. Additionally, NMP Usha Chandradas credited AWARE’s work in Parliament.

What’s missing:

The Act still excludes many women gig workers outside ride-hailing and delivery sectors. We continue to push for broader protections.

Workplace Fairness Legislation: Prohibiting Discrimination at Work

Introduced in Parliament in November 2024, the WFL prohibits discrimination in hiring, appraisals, promotions, training and termination based on nine criteria: sex, age, race, religion, language, nationality, marital and pregnancy status, caregiving responsibilities, disability and mental health conditions.

AWARE’s role:

Grounded in our research—“Beyond Fairness”—this legislation responds to our call for legal protections against discrimination.

Key gaps remain:

- No coverage for LGBTQ+ workers
- No explicit protections for those with chronic illnesses or learning disabilities
- Inadequate legal protection against workplace harassment

Flexible Work Arrangements: Helping Caregivers Stay in the Workforce

In December 2024, the Tripartite Guidelines on FWA Requests came into effect, providing structure for:

- Employees to request flexibility
- Employers to respond with fair consideration

AWARE’s role:

We’ve long advocated for the right to request FWAs, which is crucial for caregivers, especially women, to stay in the workforce, close the gender pay gap and raise retirement adequacy.

Online Safety: Quick Justice for Survivors

The government announced that it will create a new e-safety authority with powers to:

- Order content takedowns
- Disclose perpetrator information to survivors

The new legislation will also create new rights that will enable survivors to seek redress from perpetrators.

AWARE’s role:

We submitted recommendations in December 2024, including:

- Expanding the definition of image-based abuse
- Setting timelines for content removal
- Enabling survivors to seek remedy or compensation from the perpetrator for misusing their personal information

Research

In 2024, AWARE advanced three key research projects, each uncovering systemic barriers and informing our future advocacy.

These studies, on transnational families, coercive control and tech-facilitated sexual violence, lay the groundwork for policy change, institutional reform, and stronger community responses to gendered harm.

Transnational Families

AWARE continued our collaboration with South Central Community Family Service Centre on a research project studying low-income transnational families. Through interviews with families and caseworkers, we identified structural disadvantages that make it extremely difficult for these families to break out of poverty.

Access to basic needs such as housing, healthcare, education, and employment are tied to immigration status.

As a result, even Singaporean families with one non-citizen member face significant barriers in reducing expenses or increasing income.

Our full research report will be released in 2025.

Coercive Control

We concluded the interviews with victim survivors in our ongoing research study on coercive control, a pattern of controlling behaviour used to isolate, intimidate, and dominate a partner. The findings will be released later this year.

As part of our advocacy on this issue, we partnered with Wild Rice for their production of *Dive*, a play exploring coercive control in intimate partner relationships.

AWARE provided insights to the cast, playwright, and director on this form of abuse, co-hosted a panel discussion and led a workshop for bystanders in September.



Sugidha Nithiananthan, Director of Advocacy and Research, presenting the latest TFSV report in November 2024. Photograph by Bernadette Xiao.

Technology-Facilitated Sexual Violence (TFSV)

As part of our ongoing advocacy for online safety, we released our annual analysis of technology-facilitated sexual violence (TFSV) cases handled by AWARE’s Sexual Assault Care Centre (SACC) in 2023 at our annual IDEVAW event in November.

Out of 713 sexual violence cases, 16% (113 cases) involved TFSV.

We saw a sharp increase in cases involving both image-based and contact-based sexual abuse, highlighting how technology is increasingly used to extend and intensify existing patterns of harm.

Our full TFSV analysis report will be released in mid-2025.

S.P.A.C.E at a Glance



1,058

participants engaged in SPACE workshops and events

10

public SAFRT workshops

271

volunteers across AWARE

10,000

volunteer hours

Plus:

- **IDEVAW 2024:** Largest event yet, with 96 guests and 11 partner organisations
- **Consent Education:** Nearly 100 individuals trained across Melrose Children's Aid Society, Methodist Welfare Services, and Beyond Social Services
- **Girls' Night Initiative:** 5 sessions engaging 13 young women, plus a survey of 44 respondents through door-knocking outreach

In 2024, AWARE’s S.P.A.C.E (Support, Partner, Act through Community Engagement) department continued to empower individuals and communities through education, outreach, and advocacy.

With a strong focus on gender-based violence (GBV) prevention, bystander intervention, and consent education, S.P.A.C.E. expanded its engagement across diverse groups, from students to social service professionals.

Empowering First Responders and Bystanders

- 10 SAFRT sessions (public and private)
- Expanded Active Bystander Training, with tailored workshops for Wild Rice and NUS
- Creative engagement through safety kits at Wild Rice’s Dive

AWARE’s Sexual Assault First Responder Training (SAFRT) saw increased demand and participation, with 10 public sessions and private trainings for NTU.

Participants learnt to support survivors with care and confidence, while new standard operating procedures and role-play guides—developed in collaboration with CARE helpline staff and volunteers—enhanced the training’s effectiveness.



An SAFRT session at the AWARE Centre

Bystander intervention training also expanded significantly. AWARE tailored Active Bystander workshops for different audiences, including Wild Rice and NUS.

At Wild Rice Production’s Dive, AWARE introduced a safety kit distributed via QR codes in the play programme booklet, reinforcing key takeaways for audiences.

Strengthening Community and Institutional Partnerships

- IDEVAW 2024: 96 guests and 11 partner organisations
- Nearly 100 individuals trained in consent education
- 5 Girls’ Night sessions, reaching 13 young women and surveying 44 respondents

The 2024 International Day for the Elimination of Violence Against Women (IDEVAW) was our largest yet, uniting 96 guests and 11 partner organisations, including government representatives, NGOs, institutes of higher learning, and community groups.



A panel at UWCEast

The event strengthened collective action against GBV and created a platform for cross-sector collaboration.

S.P.A.C.E also expanded its consent education for community groups and social service agencies. Workshops at Melrose Children’s Aid Society, Methodist Welfare Services, and Beyond Social Services trained over 80 individuals, equipping them with knowledge and skills to create safer environments.

AWARE also partnered with Beyond Social Services for the Girls’ Night initiative, where five sessions engaged 13 young women. Volunteers conducted a door-knocking survey, gathering 44 responses to better understand young women’s experiences and needs.

“The trainers were collaborative and trauma-informed, discussing consent and boundary violation in a way that truly resonated with our youths. We would gladly welcome AWARE back.”

- Cindy Ng, Director, Melrose Home @ Children’s Aid Society



Attendees of a Sex Ed trainer retreat

Fostering Feminist Leadership and Student Engagement

In 2024, S.P.A.C.E deepened engagement with students and young leaders through the Feminist Club series, which included:

- A Trailblazer Workshop at 1880 with 32 attendees, including potential board and core volunteers
- A conversation with Ang Swee Chai, drawing 88 participants on Zoom
- A group visit to Wild Rice’s Dive, attended by 25 guests, including MSF representatives



Panel discussion, including with the director of “Dive”

AWARE also strengthened student engagement with tailored gender equality discussions at NUS, UWC, and LKYSPP, reaching over 200 students:

- Feminist Club events engaged 145+ participants
- 200+ students attended gender equality talks at NUS, UWC, and LKYSPP

The Power of Volunteers

At the heart of S.P.A.C.E’s work are the individuals who make it possible.

In 2024, 271 volunteers contributed more than 10,000 hours across AWARE’s programmes, expanding our reach and deepening our impact.

Collaboration with government agencies, social service organisations, and community groups further strengthened our ability to foster change.

Through these initiatives, S.P.A.C.E continued to build a safer, more inclusive Singapore, one where individuals are equipped to challenge gender-based violence, advocate for equality, and take meaningful action in their communities.



Guests at a volunteer appreciation event

Communications

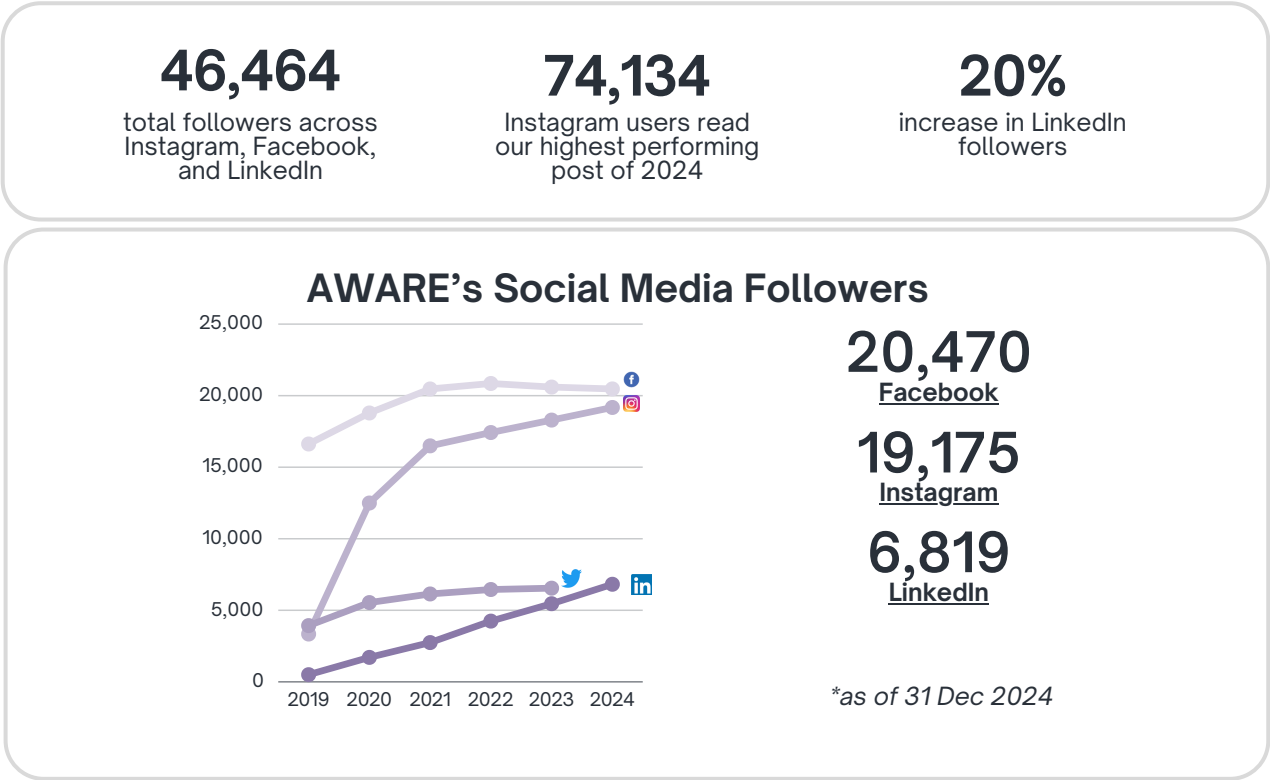


Shifting Mindsets. Challenging Norms. Raising Visibility of Gender Justice.

Through traditional and social media, AWARE's communications help Singaporeans critically examine systems and institutions that are entrenched with injustice.

AWARE’s Social Media Overview

Social media continues to be a powerful driver of AWARE’s advocacy. In 2024, we had:



AWARE in Traditional Media

In 2024, AWARE published five op-eds, six forum letters, and three press releases, with a total of 111 media mentions.

One of our biggest media moments was an op-ed in The Straits Times, where we challenged the Ministry of Manpower’s 2023 Fair Employment Practices report. We said the FEP failed to collect enough data or segregate data to accurately depict workplace discrimination in Singapore.



One point we made, was that the report claimed workplace racial discrimination was down, but didn’t segregate the data by race. We pointed to our findings in our AWARE-Milieu 2022 survey to show that by segregating the data, we proved minorities experienced more workplace discrimination than the majority, an analysis that shouldn’t be left out of the FEP.

In response, the Ministry of Manpower wrote a response saying to be careful to compare FEP to our survey, but ultimately did not refute our points. By writing to traditional media, AWARE can engage in dialogue with the institutions that we are holding accountable.

Moving forward, AWARE will strike a balance between expanding social media and renewing our focus on traditional media engagement, ensuring our research and advocacy reach both digital audiences and policymakers.

Building Stronger Brand AWAREness

- In January 2025, Communications became an independent function within AWARE.
- The service is now a centralised service across all departments.

This strategic shift allows the Communications team to work more effectively across all departments—Advocacy and Research, Fundraising, Operations, CARE and SPACE—ensuring a cohesive, impactful public presence.

With this shift, AWARE’s communications will be more strategic, agile, and impactful than ever before, ensuring our mission reaches and mobilises more people in the fight for gender equality.

Funding the Future



\$2.9m
raised in 2024

39%
increase in Ball fundraising

\$17.5k
raised for masculinity research

\$29.5k
raised for consent workshops for
disadvantaged youth

A Year of Resilience and Record-Breaking Support

In 2024, AWARE raised \$2.9 million, successfully meeting our fundraising target.

This was made possible by the unwavering generosity of our donors, a 39% increase in Ball fundraising, and the support of new philanthropic foundations.

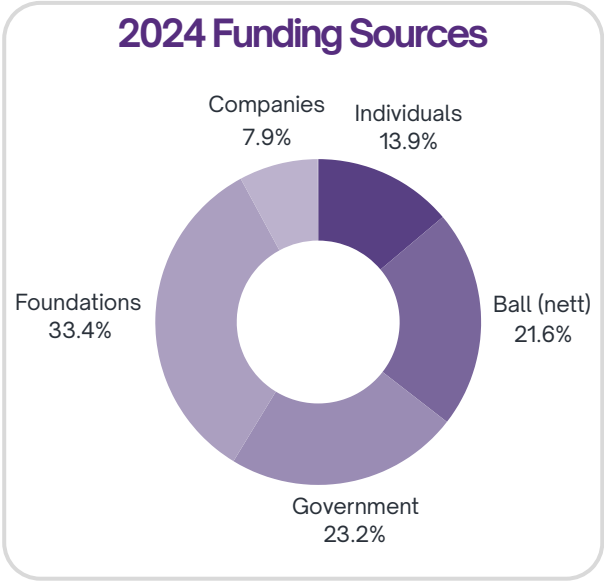
With the funds raised, we continued supporting nearly 3,000 women and survivors of sexual assault through CARE’s critical support services.

We also engaged over 1,058 members of the public through community-based initiatives under S.P.A.C.E.

In addition, we drove multiple legislative and policy changes, including the latest Workplace Fairness legislation, equal parental leave, and full childcare subsidies for low-income families.

To sustain our impact, we diversified funding, strengthened partnerships, and refined donor engagement.

These strategies will remain a priority in the year ahead.



Power/Play Ball: Our Most Successful Fundraiser Yet

On September 7, 2024, AWARE hosted its 12th annual ball at the Ritz-Carlton, Millenia, Singapore, bringing together 571 guests and raising a record \$1.1 million, including a Tote Board matching of \$250,000, with expenses at \$243,791.

For the first time, the live auction featured community and research programmes, resulting in the following:

- \$17,500 raised for masculinity research
- \$29,500 raised for consent workshops for disadvantaged youth



This overwhelming support demonstrated the deep commitment of our community to advancing gender equality.

AWARE extends heartfelt gratitude to our Gold Sponsors (KOP Group of Companies and Kah Motor), our official partners (Ppurpose, Senses AVL, Cornerstone Wines, and World Scientific), and all the generous in-kind sponsors who contributed to making this event possible.



Scan the code below to view the full event album on our [Facebook page](#).



From Crisis to Change: Our Annual Giving Campaign



In keeping with previous years, we launched a main fundraising campaign, From Crisis to Change, from 1 August 2024 to 31 December 2024, raising a total of \$260,147.50, with expenses at \$414.59.

It featured an animated video that brought audiences behind the scenes of AWARE’s impact.

The video illustrated how helpline calls lead to advocacy and research, ultimately shaping policies and services that drive systemic change.

Special thanks to Jasmine Ng and Erica Tan for their work on the animation and to Devika Panicker, Teo Yeo Yenn, and Margaret Thomas for their narration and contributions.

Fundraising in the Community

AWARE Presents: Dazzle and Defy! A Night of Drag, Film, and Solidarity



To celebrate International Women’s Day on 9 March 2024, AWARE co-organised a private screening of Baby Queen, a film chronicling Opera Tang’s queer drag journey through intimate vignettes of her personal life.

The riotous night concluded with performances by Ada Heart, Femme Fatale, Opera Tang, and Sapphire Blast.

More than 60 attendees came together to celebrate the shared values of feminism and drag, bearing witness to self-expression, breaking stereotypes, and championing bodily autonomy. We raised a total of \$8,279 that night with expenses of \$6,043.

REVL Training Singapore



In support of International Women’s Day, REVL Singapore held an outdoor workout fundraiser on 9 March 2024, drawing 120 attendees and raising \$2,300.

The event also served as an opportunity to spread awareness of AWARE’s work and services within the community.

“At REVL Singapore, we believe that community is the foundation for creating change. Collaborating with AWARE for International Women’s Day allowed us to bring people together, spark important conversations, and take action for women’s rights. It was a reminder of the incredible impact we can achieve when we stand united as a community.”

- Ollie Wang, Director, REVL Training SG

junglesuit: Fashion with Purpose



As part of their biannual sale, junglesuit hosted a private shopping event on 1 February 2024, unveiling their latest collection alongside three unique vendors: The Candleist, Through The Grapevine Wines, and Maracuya Handmade.

Together, they raised \$394 to support AWARE. junglesuit also sponsored a \$300 private styling session, which was awarded as a Lucky Draw prize at the Power/Play Ball.

“As mothers of four daughters and one son, it’s really important to us that our small actions contribute to building a brighter, more inclusive future for all children. That is why we love supporting AWARE’s vital work—both in impactful programmes like the Sexual Assault First Responder Training and longer-term policy advocacy, which create real change in our community today and for generations to come.

“As women business owners, this cause is especially close to our hearts, as well as to those of our customers and fellow women-led fashion brands. During our biannual private sale event, we chose to support AWARE, doing our part to contribute to a more equal and inclusive society. We are proud to stand with AWARE.”

- Andrea Fiquet-Szederkenyi and Catherine Cheung, Co-founders, junglesuit

Thank You to our Donors

Our critical work continues to impact lives with the generous support of our donors. Thank you to all individual and corporate donors, both new and regular, who champion our cause towards building a gender-equal future.

“I was not always as cognisant of the privilege I've had as [a] function of my gender, so now I'd like to do what I can to level the playing field.”

- Nicholas Hanley, AWARE Donor and Supporter

\$50,000 and above

Diana Koh Foundation
Pearl Consulting
Tote Board
Uses Private Limited

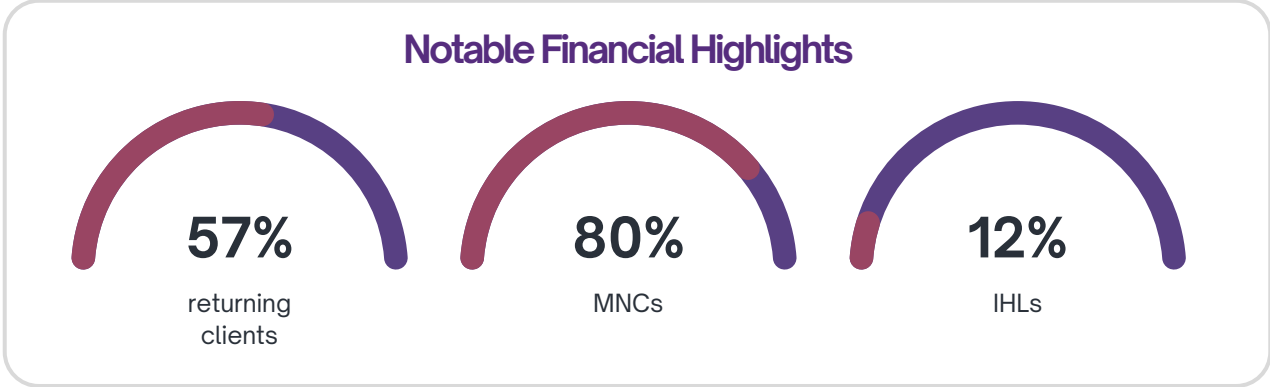
\$10,000 - \$49,999

Anonymous
Aspial-Lee Hwa Jewellery
BinjaiTree
Bumble Inc
Chew How Teck Foundation
Corinna Lim
CornerStone Wines
Doris Sohmen-Pao
Evelina Hu
Holywell Foundation Limited
Hong Leong Foundation
In memory of Hilda Coldrey
Joanne Theseira and Lynette Ong
Kah Motor Company
KOP Group of Companies
Lian Tsui Yee
Maya Hari
Mr and Mrs Adrian Ang
Mrs Ivy Singh-Lim
Nicholas Hanley
Ong Soh Chin
Pasar Glamour
Patrick Lee and Nicholas Chan
Patsian Low
Peter von Richthofen and Anna Yip
Pooja Bhandari and Caesar
Sengupta
Shyn Yee Ho-Strangas and
Konstantin Strangas
Sony Music Group
Tan Chin Tuan Foundation
Tan Ean Kiam Foundation
Tan Hui Yee
William Pang
Wong Ming Lee
Wynthia Goh

\$5,000 - \$9,999

Anju Patwardhan
Anonymous
Ang Fung Fung
Ben Wong
Clarence Singam
Coopervision
E-len Fu
Influence Solutions Pte Ltd
In memory of Mrs Leaena Tambyah
In memory of Ong Khim Hwa
Jaime Liew
Jaime Lim Shoon Yin
Kanak Muchhal
Kathy Teo
Koh Soo Boon
Leny Suparman
Orthopaedic Sports Medicine
Patricia Tan and Henrik Nørgaard
Pudu Puda Travel
Raed Haddad
Revival Vintage Jewels and Objects
Sarika Mehta and Matias Heilala
Sean Ng and Nicole Tan
Senses AVL Pte Ltd
Steven Luk Chiew Peng
Teo Teck Weng and Dana Lam
Teo You Yenn
Tolaram
Yoga For A Change
Yvonne Wang

Catalyse Consulting



A Year of Growth and Transformation

In 2024, Catalyse Consulting Pte Ltd officially spun off as an independent social enterprise with a dual mission: to generate revenue for AWARE and to build Respectful, Inclusive, Safe, and Empathetic (RISE) workplaces.

As Singapore’s only dedicated consultancy on workplace harassment, Catalyse takes a 360-degree approach, offering diagnostics, policy advisory, training, investigations, and coaching.

Key Milestones in 2024

- The company has fully transitioned to a social enterprise, expanding its reach across APAC.
- The company rebranded with a fresh identity to strengthen its market presence.

Financial Performance: A Year of Resilience

Despite economic uncertainty and budget cuts, Catalyse achieved steady revenue growth and expanded its client base, breaking even on operational expenses (excluding loan interest from AWARE).

Top training topics:

- Managing Professional Boundaries
- Inclusion and Belonging
- Unconscious Bias
- Allyship

What Our Clients Say

“Excellent session on managing unconscious Bias. It made me aware of some of my biases when I make a first assessment of a candidate and my need to make sure those biases do not prevent me from fairly evaluating the candidate.”

- Professor, Top Medical and Research University

“I appreciate the hard work that went into this, as well as all of your collective insights and thoughts during our discussions. I certainly made the right decision in approaching Catalyse.”

- CEO, Biotech Startup

“From our initial discussions through to final conclusions, the Catalyse team were thoughtful and adaptable. The sessions were engaging and interactive, with challenging subjects being sensitively handled. Participants gave the trainers great feedback: ‘Enjoyed how much she encouraged us to participate.’ ‘I thought the people leading the session did a great job and really made an effort to get everyone involved.’ Thank you, Catalyse!”

- CPO, Global Leader in Events and Knowledge Solutions

“All the trainers are very experienced, knowledgeable and passionate. One of the best trainings I’ve attended. Thank you!”

- HoP, Global Audit and Advisory Firm

Governance



2025-2027 Strategy

Every three years, we conduct a strategic review to assess our progress, respond to emerging challenges, and refine our priorities. The 2025-2027 Strategy marks a pivotal moment for AWARE as we prepare for leadership transitions and new opportunities to deepen our impact.

2025-2027 Strategy

Over the next three years, we will:

- Continue to be a trusted voice on gender equality and women’s rights in Singapore, driving policy change through research and advocacy.
- Ensure our Women’s Care Centre and Sexual Assault Care Centre provide high-quality, trauma-informed care by enhancing team capacity and operational resilience.
- Engage, educate, and empower a broader network of supporters, volunteers, and advocates to champion gender equality.
- Use compelling storytelling to amplify our advocacy goals, grow our influence, and strengthen our visibility.
- Prioritise financial stability, leadership development, and cross-departmental collaboration to sustain our work for generations to come.

This strategy is the result of a rigorous nine-month review that included stakeholder consultations, focus group discussions, and a landscape scan of Singapore’s gender equality environment.

With this renewed vision, we remain steadfast in challenging the status quo and empowering our community to build a fairer, more inclusive society.

Our Vision for the Next Chapter

Looking ahead, our vision remains clear: AWARE will continue to lead, challenge, and empower.

We intend to:

- Lead with expertise by staying at the forefront of gender equality advocacy in Singapore, offering evidence-based solutions and influencing public discourse.
- Continue challenging the status quo through bold advocacy and policy engagement; pushing for systemic change that protects and advances the rights of all genders.
- Empower our community by mobilising a broad coalition of individuals, organisations, and policymakers, to build a future where equality is the norm.

This is not just AWARE’s vision, it’s a collective call to action. Whether you are a long-time supporter, a new member, or a policymaker seeking to create change, your support strengthens our movement.

Together, we will shape a future where gender equality is no longer a goal but a reality.

Preparing for Leadership Transition

As AWARE moves into this next chapter, we are preparing for a thoughtful and deliberate leadership transition. Guided by our commitment to continuity and sustainability, we are building a strong, cohesive Senior Leadership Team that will carry forward our mission.

Our transition plan focuses on:

- Nurturing talent by developing a pipeline of skilled, values-driven leaders across the organisation.
- Cross-departmental collaboration that encourages knowledge-sharing and teamwork to ensure smooth operations and aligned decision-making.
- Sustaining our mission by maintaining momentum on our advocacy, services, and community engagement efforts through stable leadership.

We are confident that this careful planning will empower AWARE to thrive through this transition and continue leading the fight for gender equality.

Senior Leadership Team

Name	Title	Date of Appointment
Corinna Lim (bio)	Executive Director	1 March 2010
Bharathi Manogaran (bio)	Deputy Executive Director	4 October 2024
Sugidha Nithiananthan (bio)	Director, Advocacy, Research and Communications	8 March 2023
Caris Lim (bio)	Director, CARE	18 June 2024
Yasmine Tan (bio)	Director, Operations	1 February 2023
Cynthia Chan (bio)	Director, Catalyse Consulting	9 June 2024



AWARE Board 2024-2026

AWARE Board Members

Date of Appointment: 27 April 2024

Term: 2024-2026

President: Aarathi Arumugam (previously served two terms as Treasurer)

1st Vice President: Joanne Theseira

2nd Vice President: Ijin Tan

Treasurer: Lihui Zeng (unopposed)

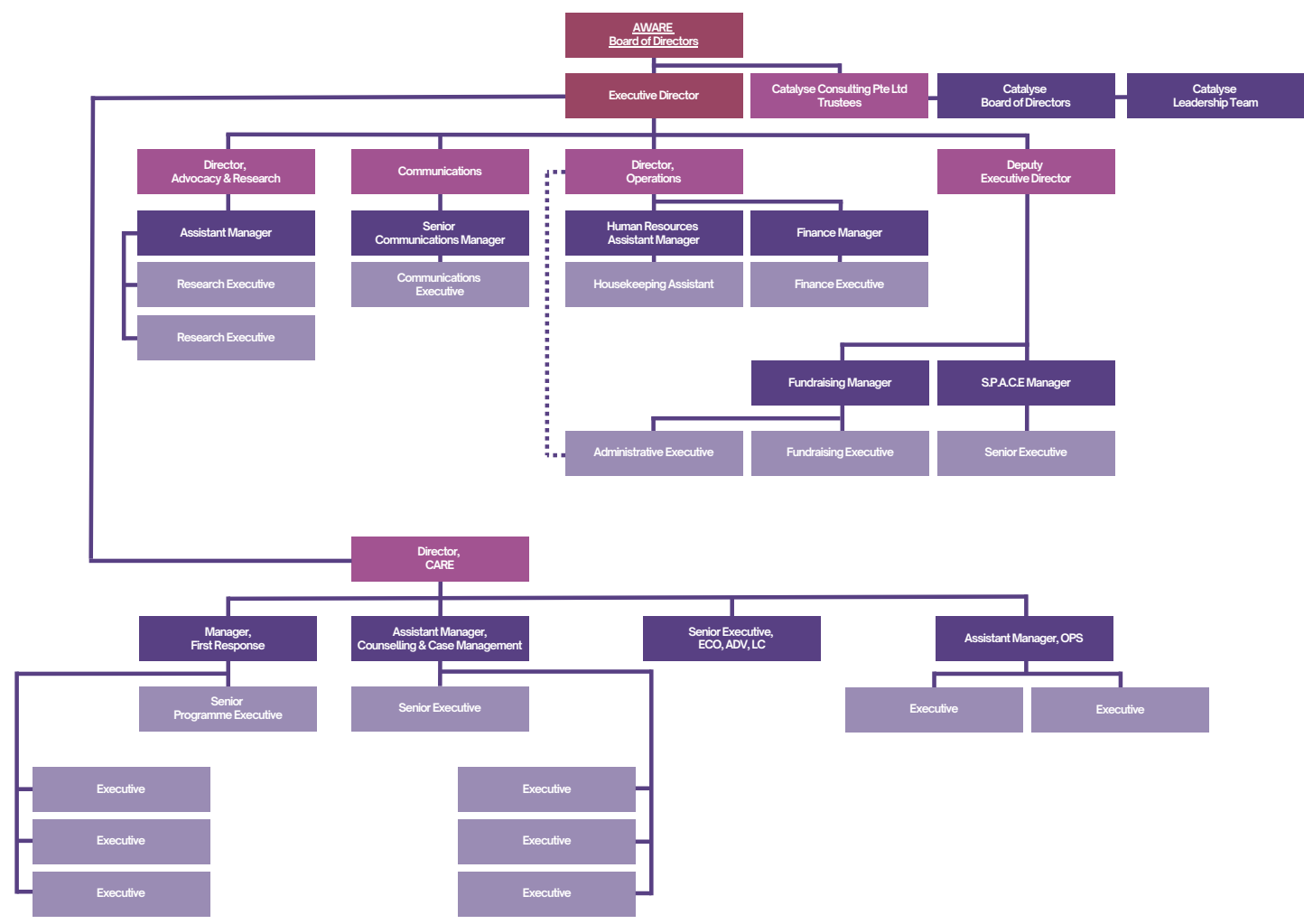
Assistant Treasurer: Anju Patwardhan (unopposed)

Secretary: Filzah Sumartono

Board Members: Kanak Muchhal, Penelope Shone, Stacey Choe

Ms Ong Soh Chin will remain on the Board for one year as immediate past President. She expressed gratitude to the members and outgoing Board, thanked the staff, and officially handed over leadership to Ms Aarathi Arumugam.

Organisational Chart



View the organisational chart on our online Annual Report at aware.org.sg/report2024 or scan this code.



No staff are involved in setting their own remuneration. There are no staff serving on the Board of AWARE. There is no paid staff who are close members of the family of the Executive Head or Board Member, who receives more than \$50,000 during the year.

Board Bios



Aarathi Arumugam
President

Aarathi Arumugam is an accountant and an entrepreneur. She has honed her skills in business, team management, and organisational strategy through her career trajectory, which has included corporations, start-ups, non-profits and raising a family.

Since becoming a member in 2009, Aarathi has volunteered with AWARE as a trainer, educating and raising awareness about workplace sexual harassment and comprehensive sexuality education and as a Board member. Aarathi currently serves as COO for EveryChild.SG.



Joanne Theseira
1st Vice President

Joanne Theseira is a highly regarded business leader in the advertising industry. She serves as CEO of Publicis Groupe’s creative agencies and Chief Growth Officer for Southeast Asia. In 2022, she was awarded Campaign’s Women Leading Change Asia Pacific Business Leader Award, and the following year, she was named Southeast Asia’s Agency Head of the Year.

An out lesbian business leader, Jo launched Égalité in her organisation, a resource group for LGBTQ+ employees and their allies, and also volunteered for Red Dot 2023 to raise funds for the event.



Ijin Tan
2nd Vice President

Ijin is a qualified advocate and solicitor in Singapore with 18 years of experience. She specialised in dispute resolution and internal investigations at leading law firms before moving in-house to lead ethics and compliance in various MNCs across Asia Pacific markets. Ijin is a seasoned legal and compliance professional with deep expertise in regulatory engagement, risk management, and governance.

Ijin has volunteered with AWARE’s SACC legal clinic since its inception in 2017. Her pro bono work includes representing clients under the Criminal Legal Aid Scheme and volunteering with the Law Society’s legal clinic, reflecting her long-standing commitment to equity and access to justice.



Lihui Zheng

Treasurer

With over 15 years of experience in the financial sector, Lihui Zeng brings a wealth of knowledge in audit, financial management, compliance, and operational risk management within banking institutions.

During her tenure as an external auditor specialising in financial institutions, she honed her skills in ensuring the integrity and transparency of financial operations. Her subsequent transition into the banking sector has equipped her with in-depth knowledge on how organisations should adhere to industry standards and regulatory requirements.



Anju Patwardhan

Assistant Treasurer

Anju Patwardhan is a globally experienced Fintech Venture Investor, board director, and former banking executive. She has lived and worked in Singapore, San Francisco, and India, in senior leadership roles at Citibank, Standard Chartered Bank, and at NUS/NUHS Singapore. She has lived in Singapore since 1998 with her family.

She currently serves on the board of companies in the US, Europe, and Saudi Arabia, and is on the global advisory group of DCI at Stanford University. She is passionate about longevity and financial well-being of seniors, and mentoring women leaders.



Filzah Sumartono

Secretary

Filzah Sumartono (she/her) is the co-editor of Growing Up Perempuan and Perempuan: Muslim Women in Singapore Speak Out. These anthologies are a collection of essays and poems about the intricacies, contradictions, and duality of growing up as a woman in the Muslim community. Filzah is also involved in Beyond the Hijab and End FGC Singapore, which are community-led organisations that focus on minority women.



Kanak Muchhal

Board Member

Kanak Muchhal has passionately worked to support and empower women and vulnerable families for the last 10 years. Kanak currently manages The Inclusive Fund (TIF) at South Central Community Family Service Centre (SCC), a local charity that supports low-income and vulnerable families. In her current role, she is responsible for supporting transnational families who are not able to access sufficient formal forms of assistance due to eligibility issues.

While working at Daughters of Tomorrow, she oversaw the delivery of all programmes and services to increase job readiness by curating workshops and new initiatives with volunteers and partners, impacting more than 1000 women. She believes holistic improvement in quality of life, not just income, is needed for social mobility and aspires for every woman to harness their strength, experiences, and voice to create positive changes for themselves and their families.



Penelope Shone

Board Member

Penelope Shone was born in New Zealand. She has been a resident of Singapore since 1985, and has been an AWARE member for 20 years. Her career has unfolded in both the public and private sectors. Most recently, she led international public affairs and communications for General Electric across 150 countries. Prior to that, she was a managing director at Citigroup for 12 years, leading the company's public affairs, communications, and citizenship strategies across Asia Pacific. This included the supervision of 20,000 volunteers and \$18 million in annual grants to NGOs.



Ong Soh Chin

Immediate Past President

Presidential Term: 2022-2024

Ong Soh Chin is an editorial and PR consultant. Previously, she was Southeast Asia PR Director at Netflix, overseeing Publicity and Communications for Southeast Asia. Soh Chin has also served as Deputy Director, External Relations and Strategic Planning at the Institute of Policy Studies, as well as Asia-Pacific Editor and Speechwriter with the global editorial team at Shell.

A veteran journalist and editor who has covered the arts, entertainment, fashion, beauty, lifestyle, politics and current affairs in her career, she worked on different desks at The Straits Times, where she wrote regularly about women's rights and gender equality. She recently obtained a postgraduate diploma in Counselling Psychology and intends to pursue a new vocation in the mental health space.



Stacey Choe

Board Member

Stacey Choe addresses Southeast Asia and China's philanthropic needs with over 12 years of experience in this field. She co-founded Real Impact Advisors in 2023, and was formerly the COO at Asia Philanthropy Circle. Her expertise spans education, eldercare, gender, and more, and she has secured over USD 22 million for causes.

A skilled convener, she orchestrates events like the ASEAN Philanthropy Dialogue. As an adjunct lecturer at SUSS, she fosters social engagement. As a 2019 Asia Foundation Development Fellow, Stanford alum in Non-Profit Management, she earned a Masters in Social Anthropology of Development from SOAS, University of London.

Board Members' Information

The following Board members were appointed at the AGM on 27 April 2024, including the election of the President, Treasurer and Vice-Treasurer.

Name and title	Date of Appointment	Current occupation	Board positions outside of AWARE Board	Positions held in AWARE Boards since 2010
Aarathi Arumugam President	27 April 2024	COO Everychild.sg	Catalyse Consulting, MASIS, KeyNote Speakers	Treasurer (2020-2023)
Joanne Mae Theseira 1st Vice-President	25 July 2024	CEO Publicis Communications Singapore, and Chief Growth Officer Southeast Asia		
Tan Ijin 2nd Vice-President	13 May 2024	Compliance Director: Ecolab Asia Pacific Pte Ltd		
Zeng Lihui Treasurer	27 April 2024	Bank Executive: OCBC		
Anju Patwardhan Assistant Treasurer	27 April 2024	Independent Non-Executive Director: On Various Bank Records		
Filzah Sumartono Secretary	13 May 2024	Software Developer: Singapore-ETH Centre		
Kanak Muchhal Board Member	27 April 2024	Manager, The Inclusive Fund: South Central Community FSC		
Penelope Shone Board Member	27 April 2024	Director Orthopaedic Sports Medicine	Board Committee Member Assisi Hospice	1st VP (2020-2023)
Stacey Choe Siao Yun Board Member	27 April 2024	Managing Director: Real Impact Advisors		
Ong Soh Chin Immediate past President	27 April 2024	Communications and Editorial Consultant	3 rd VP, Singapore Council of Women's Organisations	President (2022-2024)

Role of the Board

AWARE's Board is committed to maintaining high standards of governance and accountability to its internal and external stakeholders.

The board decides on the major strategic directions of AWARE, allocates financial resources, provides legal and financial oversight, reviews management's performance, and ensures that the organisation serves its mission in accordance with its values. The Board approves the budget for the financial year and monitors the expenditure against the budget. They regularly monitor the progress of the charity's programmes.

The roles and responsibilities of the Board can be found on our website. Key Board decisions made in 2024 can be found on page 64.

The Nominations Committee administers the nominations and elections process in a formal and transparent manner. The Board Recruitment process can be found on our website.

In 2024, the Board attended a series of training sessions by an external coach. The Board's performance is evaluated through a process that assesses its effectiveness in governance, strategic oversight, and decision-making. This evaluation typically includes a self-assessment and stakeholder feedback. The Board will also be taking part in the NVPC Board Pulse Check-in 2025.

Board Committees (pg 58)

Board Committees serve as an extension of the Board and oversee specific aspects of AWARE's work. They act as a resource for the management team and help ensure that all activities are aligned with AWARE's vision, mission, strategies, and goals.

Three of the committees oversee AWARE's public-facing activities: Advocacy and Research, CARE and Fundraising. The others oversee matters related to AWARE's organisational strength: Auditing, Human Resources, Board Recruitment, Leadership and Governance, and Technology.

The Board Committee reports to the Board half-yearly on their work plan. At the end of the term, each Board Committee also provides a summary of work completed to the Board. The Terms of Reference for the Board Committees can be found on our website.

Related Entity

AWARE has a related entity, Catalyse Consulting Pte Ltd (CCPL), and several members of the charity's board and management hold positions within CCPL.

In the interest of transparency, we disclose the following individuals and their respective roles:

- Aarathi Arumugam – Board Director, CCPL
- Penelope Shone – Trustee, CCPL
- Corinna Lim – Advisor, CCPL
- Cynthia Chan – Director of Strategy, CCPL

The charity maintains clear governance structures to ensure appropriate oversight and independence between AWARE and CCPL.

Board Committees

Advocacy and Research	CARE	Fundraising	Audit
Advise on AR activities which encompass research projects and advocacy campaigns, and provide advice to the Board relating to these activities.	Advise on CARE activities which encompass the work of the Sexual Assault Care Center, the Women’s Helpline and other CARE Services, and to provide advice to the Board relating to these activities.	Advise on fundraising, donor engagement and partnerships, and to provide advice to the Board relating to these activities.	Provide oversight of AWARE’s financial processes and to ensure accurate financial reporting and effective risk reduction.
Zheng Hui Fen (Chair, stepped down 31/8/24)	Kanak Muchhal (Chair/Board Rep)	Stacey Choe	Eng Kiau
Teo You Yenn (Chair)	Tan Ijin	Beh Yeong Wei	Anju Patwardhan
Filzah Sumartono	Cindy Ng	Jasmine Ng	Ying Wu
Fikri Alkhatib (resigned 18 Sep 2024)	Grace Cheong	Shyn Yee Ho	Li Hui Zeng
Anju Patwardhan			
Human Resources	Board Recruitment	Leadership and Governance	Technology
Advise on effective people management policies and practices, compensation and rewards, and talent and leadership development, and to provide advice to the Board relating to these activities.	Identify potential candidates for election to the Board with the goal of ensuring that current and future Boards have the talent, diversity of expertise, skills and personal attributes needed to steward the organisation.	Oversee AWARE’s sustainability, leadership development and renewal, and strategic governance issues; and to provide advice to the Board relating to these activities.	Provide strategic oversight and guidance for the successful implementation and ongoing improvement of a new integrated client management system.
Jean Fung (Chair)	Ong Soh Chin (Chair/Board Rep)	Penny Shone (Chair/Board Rep)	Anju Patwardhan (Chair/Board Rep)
Penelope Shone	Margaret Thomas	Ong Soh Chin	Robin Rheahme
Yan Jie Jun	Jasmine Ng	Winifred Loh	Shonali Krishnaswamy
Helen Snowball	Shyn Yee Ho	Margaret Thomas	Jasmine Wong
Lilian Wong		Aarathi Arumugam	Namrata Jolly
Jacqueline Wong			

2024 Attendance for Board Meetings

The Board meets at least once every two months to carry out its functions. There are no Board members who have served more than 10 consecutive years. No Board member was absent for three consecutive Board meetings.

Board Position	Name	No. of meetings attended in 2024
President	Aarathi Arumugam	5/6
1st Vice-President	Joanne Theseira	4/6
2nd Vice-President	Tan Ijin	5/6
Secretary	Filzah Sumartono	4/6
Treasurer	Zeng Lihui	5/6
Assistant Treasurer	Anju Patwardhan	5/6
Board Member	Kanak Muchhal	6/6
Board Member	Penelope Shone	6/6
Board Member	Stacey Choe Siao Yun	5/6
Immediate Past President	Ong Soh Chin	5/6



Attendees of the 2024 AGM on 27 April

AWARE Membership

As of 31 December 2024, AWARE has 517 members, comprising 277 renewals and 240 new members.

39th Annual General Meeting (AGM) 2024

On Saturday, 27 April 2024, AWARE held its 39th Annual General Meeting, marking the first in-person Board Elections since 2018. The meeting, presided over by outgoing AWARE President Ong Soh Chin, saw an attendance of 80 members.

In her opening remarks, Ms Ong emphasised the need for AWARE to remain strong, steadfast, and vigilant in a time of global turmoil. She highlighted the importance of resilience and expressed confidence that the organisation would continue to grow with an expanded senior leadership team.

AWARE representatives then provided updates on each department's key work in 2023, which is detailed in the 2023 Annual Report.

The AGM concluded with the election of the President and the new Board for 2024–2026. Voting for non-standard items was conducted via Balotilo, an e-voting platform.

This year's Board nominees reflect the diversity of AWARE's community, with elected members ranging in age from 34 to 62 and bringing expertise from law, advertising, finance, philanthropy, and corporate leadership.

Policies and Governance Evaluation Checklist

Policies adopted in 2024

For the year in review, AWARE continued to enhance internal controls and governance of the Society's mission by adhering to the principles and best practices of the 2023 Code of Governance.

Our 2024 Governance Evaluation Checklist can be found on page 66.
Our 2024 Internal Controls improvements can be found on page 69.

In addition, AWARE has a range of documented policies and procedures, including but not limited to the following:

Financial Policies AWARE has established documented financial policies and procedures in place including procurement procedures and controls, receipting, payment procedures and controls and financial approval matrix. Annual budgets are approved by the Board before adoption.

AWARE does not:

- Grant any loans, donations, grants or financial assistance;
- Receive any loans for any purpose or tenure;

without the prior written approval of the Board.

Conflict of Interest AWARE has established a Conflict of Interest policy at the Board and staff levels to assist in identifying and managing potential areas of conflict. The Board and staff are required to act at all times in the best interest of the Society. They must read, understand, and declare any conflicts at the start of their term or as they arise.

Those with a conflict must abstain from related discussions, decisions, and voting.

Whistleblowing AWARE has adopted a whistleblowing policy (publicised on its website) whereby people can report misdemeanours to whistleblowing@aware.org.sg. Any employee, secondment staff, contract staff, member, volunteer, vendor, contractor or member of the general public who notices or is aware of any wrongdoings can lodge a report to the Audit Board Committee.

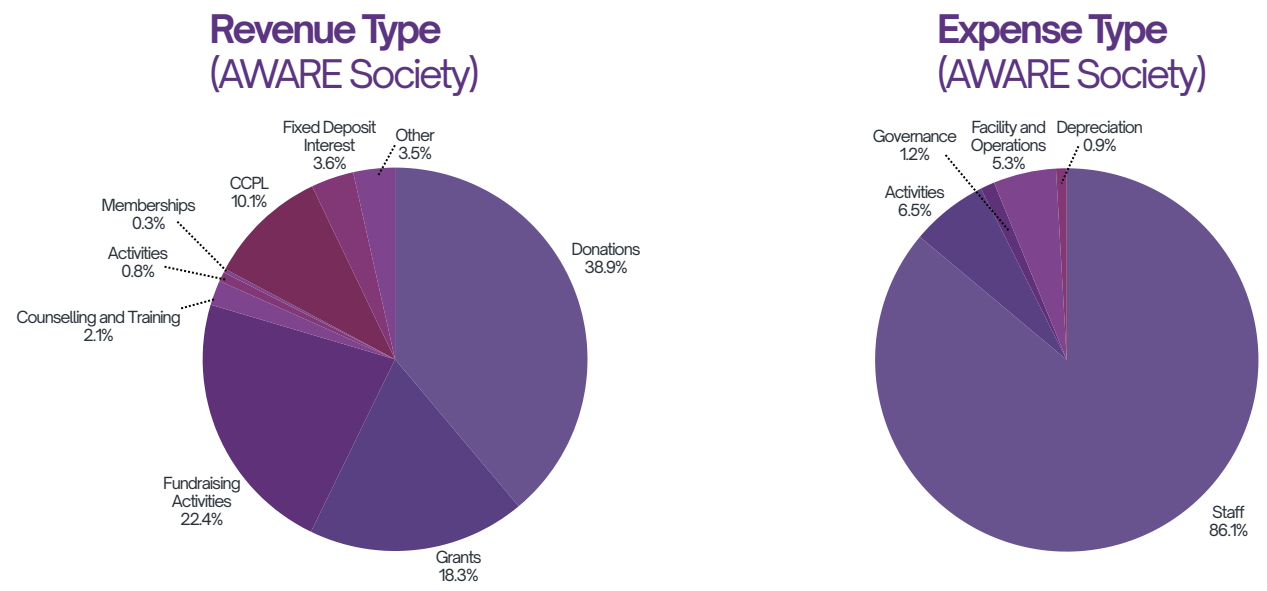
Volunteer Management AWARE has internal policies and procedures in place to manage volunteers, including providing clear roles and responsibilities, as well as support in onboarding, training workshops, and supervision.

AWARE's list of other policies can be found on page 65.

Financials

AWARE adheres to the Financial Reporting Standards (FRS), the Code of Governance for Charities and Institutions of a Public Character (Revised 2023), the Charities Act, and regulations governed by the Charity Council.

For information on the charity’s major financial transactions and the purpose of the charitable assets held, please refer to the 2024 Audited Financial Statements found on our website or by scanning the code on page 63. The financial statements comprise the financial statements of the Society and its subsidiary as at the end of the reporting period.



Financial Overview

For the year in review, AWARE and its subsidiary earned the following surplus:

	Group 2024	Society 2024	Society 2023
Revenue	\$4,172,313	\$4,829,289	\$4,136,688
Expense	\$3,997,401	\$3,685,235	\$4,084,587
Surplus	\$174,912	\$1,144,054*	\$52,101

*In 2024, AWARE recorded a one-off gain of \$852K arising from the transfer of Catalyse Consulting, recognised in accordance with applicable accounting standards. This gain is classified as non-operating income.

Excluding this exceptional item, the underlying operating surplus for the year is \$291K, reflecting an increased financial performance compared to the previous year.

The Group and Society’s reserves at the end of 2024 increased with an improved reserves ratio.

	Group 2024	Society 2024	Society 2023
Total Funds	\$7,404,137	\$8,373,279	\$7,229,225
Total Annual Operating Expense	\$3,997,401	\$3,685,235	\$4,084,587
Reserves Ratio	1.85	2.27	1.77

For more information about AWARE’s reserves, please refer to pages 49 and 50 of the 2024 Audited Financial Statements.

The purpose, amount and usage of restricted funds are in the 2024 Audited Financial Statements on pages 15, 20-28 and 35-38. There is no fixed timing to use the remaining restricted funds.



Financial Statement 2024

Annex

2024 Key Board Decisions

1. January

- Approved 2024 Budget
- Approved formation of Nominations committee (for Board elections 2024)

2. February

- Approved staff performance ratings and bonuses
- Approved management and admin fees
- Approved staff's request to run for politics in accordance with AWARE Policy for Staff and Board Members on participating in Partisan Politics
- Approved New Role: Director of Business Strategy for Catalyse Consulting Pte Ltd
- Approved use of Sociocratic Process for Updated Employee Handbook

3. March

- Approved notice of AGM and Nomination form
- Approved Governance Evaluation Checklist
- Approved Updated Board and Board Committee TOR
- Approved closing of various project funds and transfer of funds
- Approval of Bye-Laws amended pursuant to Constitution amendments

5. May

- Approved annual submission to the Commissioner of Charities
- Approved that HRBC can continue their work to act and make decisions pending appointment of new HRBC members
- Approved to allow former treasurers and other authorised signatories to act and make decisions pending change of signatories
- Approved Ong Soh Chin as AWARE representative to stand for SCWO board for coming term
- Approved appointment of agency for ED recruitment

6. June

- Approved revised definition of Gender

7. July

- Approved vendor list via email after board meeting
- Approved DED candidate in principle
- Approved related party to be hired as a Red System developer and the set-up of the Tech Committee
- Approved revision of board officers

10. October

- Approved governance structure, revised North Star and strategic priorities
- Approved adding 2023 Tote Board matching funds to TBFRP Fund

12. December

- Approved AWS and performance bonus
- Approved a change in the cutoff date for bonus consideration for eligible staff to 31 December of each year
- Approved 2025 AWARE Budget Proposal

Internal Policies

Reserves

AWARE aims to maintain a reserve that is equivalent to at least 12 months of its operating expenses to ensure continuity of its services and programmes. The reserves are held in cash in either current or fixed deposit accounts, in accordance with guidelines for minimising risk and maintaining liquidity. These operational guidelines have been established and approved by the Board.

Every six months, the Board reviews the amount of reserves that are required to ensure that they are adequate. If the reserves fall below the threshold of 12 months operating expenses, Board approval will be required to utilise the remaining reserves. Management will inform the Treasurer or Assistant Treasurer at least three months before the cash flow is expected to breach the threshold.

Risk Management

AWARE reviews and updates the management, Board and the risk register periodically. Process owners review their processes, assess the adequacy of controls, and implement mitigating measures where applicable. Key risks are discussed in management meetings as part of awareness, and updates are provided to the AWARE Board.

Public Image

AWARE publishes information relating to its programmes, events and activities through various social media, newsletters, and other collateral. A summary of media coverage is included in the monthly management report that is provided to the AWARE Board.

Other policies

In addition to the above, AWARE has a range of documented policies and procedures, including the following:

- Anti Harassment and Anti Discrimination Policy and Procedures
- Board Roles Policy and Code of Conduct
- Consultants Code of Conduct
- Data Protection Policy
- Employee Handbook
- Financial Policy and Procedures
- Social Media Policy
- Whistleblowing Policy
- PR Crisis

Governance Compliance

Compliance with the Code of Governance 2023 for Charities and IPCs Governance Evaluation Checklist for AWARE (1 Jan 2024 – 31 Dec 2024) Tier 2

The Board and Management of AWARE are collectively responsible for ensuring compliance with the Code of Governance and all relevant laws and regulations.

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or “Partial Compliance”, please explain.	Score
Principle 1: The charity serves its mission and achieves its objectives.					
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity’s governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes		2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
3	Have the Board review the charity’s strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes		2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan.“Capacity” refers to a charity’s infrastructure and operational resources while “capability” refers to its expertise, skills and knowledge.	1.4	Partial Compliance	People and Digital Strategy and Roadmaps developed.Working on Competency Framework in 2025.	1
Principle 2: The charity has an effective Board and Management.					
5	The Board and Management are collectively responsible for achieving the charity’s charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes		2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes		2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity:a. Auditb. Finance* Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes		2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes		2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes		2
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).For Treasurer (or equivalent position) only:a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.i. After meeting the maximum term limit for the Treasurer, a Board member’s reappointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break.ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer’s years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes		2
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes		2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board’s decision-making.	2.8	Yes		2

13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.For all Board members:a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member’s years of service would continue from the time he/she left the Board.b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers’ positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity’s term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes		2
14	For Treasurer (or equivalent position) only:d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes		2
Principle 3: The charity acts responsibly, fairly and with integrity.					
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes		2
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
19	Establish a Code of Conduct that reflects the charity’s values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes		2
20	Take into consideration the ESG factors when conducting the charity’s activities.	3.5	Partial Compliance	AWARE incorporates ESG considerations into our activities as follows:Social: We work to eliminate gender-based barriers through research, advocacy, education, training, and support services. As a progressive employer, we have attained 7/10 Tripartite Standards, demonstrating our commitment to fair and inclusive workplace practices.Governance: We uphold strong governance through a diverse board, transparent financial reporting, and ethical standards—including trauma-informed practices—while complying with the Charities Code of Governance. Our workplace values foster accountability, respect and integrity.Environmental: We have begun implementing basic environmental initiatives, such as introducing a recycling bin and transitioning to digital processes to reduce paper use.	1
Principle 4: The charity is well-managed and plans for the future.					
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity’s objectives.a. Ensure the Board approves the annual budget for the charity’s plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes		2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity’s objectives.b. Implement appropriate internal controls to manage and monitor the charity’s funds and resources. This includes key processes such as:i. Revenue and receipting policies and procedures;ii. Procurement and payment policies and procedures; andiii. System for the delegation of authority and limits of approval.	4.1b	Yes		2
23	Seek the Board’s approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes		2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity’s processes to manage these risks.	4.3	Yes		2

Internal Controls

For the year in review, AWARE continued to work towards internal controls and governance of the Society’s mission. To this end, we carried out the following initiatives:

A. Internal Reviews and Planning

- 1.Completed NCSS Organisational Health Framework Sector Survey.
- 2.Developed AWARE 2025 to 2027 North Star and Strategic Priorities.
- 3.Developed AWARE 2025 to 2027 Digital Strategy with Roadmap.
- 4.Developed AWARE 2025 to 2027 People Strategy with Roadmap.

B. Information Management

- 1.New SLT (Senior Leadership Team) Key Decisions documented.
- 2.New HR Key Policy Decisions documented.

C. HR and Finance Management

- 1.Ensured FY2023 Annual Report and Financial Statements disclosures aligned with the Charity Transparency Framework.
- 2.Implemented an updated Employee Handbook with a new Benefits Guide.
- 3.Implemented new HRMS modules for streamlined staff reimbursement processes (JustExpense and JustBenefits).
- 4.Outsourced Staff payroll to JustLogin vendor.
- 5.Integrated intern payments into HRMS payroll for improved payment processing and tax reporting.
- 6.Achieved 7/10 Tripartite Standards and received recognition as a Progressive Employer.
- 7.Developed and tested a new Recruitment User Guide, scheduled for implementation in 2025.
- 8.Developed New Grievance Policy, for implementation in 2025.
- 9.Introduced a New HR Briefing on the Performance Management Process.
- 10.Completed KYC account review for Virtual Cards to ensure compliance.
- 11.Updated Budget Template and Briefing process.

D. IT/ Data Management

- 1.New IT Vendor engaged for Software and Hardware support.
- 2.Completed external audit and training - attained Cyber Essentials Certification to strengthen cybersecurity measures.
- 3.Completed external audit and training - attained Data Protection Essential Certification to strengthen data protection standards.

E. Operations/ Facility Management

- 1.New HDB Tenancy Agreement from 1 May 2024 to 30 Apr 2027.
- 2.Secured IPC Extension Approval from 1 Sep 2024 to 31 Aug 2026.
- 3.Engaged new part-time cleaning vendor, to support cleaning staff with age-friendly practices.

25	Set internal policies for the charity on the following areas and regularly review them:a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT);b. Board strategies, functions, and responsibilities;c. Employment practices;d. Volunteer management;e. Finances;f. Information Technology (IT) including data privacy management and cyber-security;g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board);h. Service or quality standards; andi. Other key areas such as fund-raising and data protection.	4.4	Partial Compliance	Policies for b, c, d, e, h and i are in place.f. Data Protection and Cybersecurity policies developed in 2024.AML/CFT policy and Grievance Policy will be finalised in 2025.To develop a review schedule in 2026 for all key policies.	1
26	The charity’s audit committee or equivalent should be confident that the charity’s operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Partial Compliance	Many operational policies and procedures are in place, per Code 4.4.To develop more IT processes in 2026.	1
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes		2
Principle 5: The charity is accountable and transparent.					
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes		2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity’s governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes		2
30	The charity should disclose the following in its annual report:a. Number of Board meetings in the year; andb. Each Board member’s attendance.	5.3	Yes		2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity’s subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes		2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes		2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes		2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity’s governing instrument.	5.6b	Yes		2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes		2
Principle 6: The charity communicates actively to instil public confidence.					
36	Develop and implement strategies for regular communication with the charity’s stakeholders and the public (For example, focus on the charity’s branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes		2
37	Listen to the views of the charity’s stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2
Total Score out of 76					72
					95%

Declaration

Name	Filzah Sumartono	Contact	Office: 6779 7137	Email	filzah0402@gmail.com	Designation	Secretary, AWARE Board
I declare that my charity’s/ IPC’s Governing Board has approved this Governance Evaluation Checklist and authorised me to submit on its behalf.All information given by me in this checklist submission is true to the best of my knowledge and I have not wilfully suppressed any material fact.The full responsibility for providing accurate and updated checklist information will rest with my charity’s / IPC’s governing Board.							